



FORT GEORGE G. MEADE



STRATEGIC ACTION PLAN FISCAL YEARS 2011–2016

“EXCELLENCE IN INSTALLATION SUPPORT”

Images on cover correlate to the six Lines of Effort (LOEs) within the Installation Management Campaign Plan (IMCP).
Top row images from left to right are aligned with the following LOEs: LOE 1—Soldier, Family, and Civilian Readiness; LOE 2—Soldier, Family, and Civilian Well Being; and LOE 3—Leader and Workforce Development.
Bottom row images from left to right are aligned with the following LOEs: LOE 4—Installation Readiness; LOE 5—Safety; and LOE 6—Energy Efficiency and Security.
The background colors chosen for the cover page are also aligned with IMCOM by replicating the color scheme used on the IMCP version 2.

FORT GEORGE G. MEADE

STRATEGIC ACTION PLAN FISCAL YEARS 2011–2016



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MESSAGE FROM THE COMMANDER



COL DANIEL L. THOMAS
INSTALLATION COMMANDER

The Fort George G. Meade Installation Strategic Action Plan describes what we are charged to do and how we intend to do it. Simply put, we, the Garrison, exist to serve our customers: the units and organizations based at Fort Meade, the community of individuals who use the Installation and its functions, and our valued neighbors who are influenced by what we do. Our many customers count on us every day to ensure they can go about their business of defending our nation. Serving our customers is no small measure of responsibility—a responsibility that we take seriously and embrace.

Our Strategic Action Plan summarizes our Mission, Goals, and Objectives; spells out how we currently assess our performance; and measures our performance by the metrics provided in IMCOM's Strategic Management System (SMS) and the Installation Status Report (ISR), all under the broad umbrella of the Installation Management Campaign Plan (IMCP). The plan also identifies Action Plans to mitigate challenges that inhibit our ability to accomplish or improve on services delivered. Each Goal has a Strategic Action Plan, mapping out a path to success.

It is important that each member of the Garrison team understands this process as we each have a place in the planning, execution and assessment of our Strategic Action Plan. Excellence in Installation Support is our strongest motivation.

I offer my personal thanks to you, the Garrison Workforce, Soldiers, Family Members, and Volunteers for your dedicated commitment to the success of the Installation's mission.

A handwritten signature in black ink, appearing to read "D. L. Thomas".

Daniel L. Thomas
Colonel, Military Intelligence
Commanding

FORT GEORGE G. MEADE

Mission

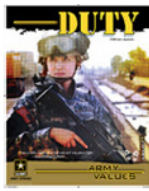
Enable critical national security missions by providing our customers and community the facilities and infrastructure they require, the quality of life they deserve, and a safe, secure environment in which to work and live.

Values



Loyalty

Bear true faith and allegiance to the U.S. Constitution, the Army, your unit and other Soldiers



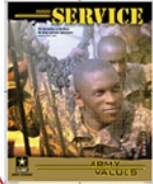
Duty

Fulfill your obligations



Respect

Treat people as they should be treated



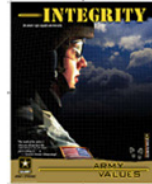
Selfless Service

Put the welfare of the Nation, the Army and your subordinates before your own



Honor

Live up to all the Army values



Integrity

Do what is right, legally and morally



Personal Courage

Face fear, danger or adversity

Fort George G. Meade Vision

Our customers will recognize Fort Meade as the **Best in Class** for garrison-provided support. We will inspire our present and future customers with unrivaled enthusiasm and professionalism while striving to provide:

- Highly trained and motivated staff certified to standard and focused on customer service.
- Innovative programs and services developed in collaboration with our customers to help them achieve their goals.
- The finest infrastructure, well maintained, and rarely, if ever, out of service.
- An installation renowned for high quality in all areas, exceeding customer expectations.
- Dynamic partnerships, cooperation and teamwork with individuals, community groups, units and organizations inside and outside our gates.

Fort George G. Meade Campaign Plan

- Customers (Service Members, Families and Civilian Employees) motivate our successful outcomes. Train all levels of the workforce to the highest standards.
- Fort Meade continues to grow as a multi-service installation.
- Marketing is a team effort led by the command group, supported by all directors and employees. We promote our installation to all value-added DoD agencies/activities.
- We attract multi-service knowledge capital/information management organizations (primarily Civilian Employees) minimizing the administrative and logistical burden on the Installation's military community.
- In everything that we do, we always do what is right and best, relative to the vision and goals of Fort Meade and the U.S. Army. This is our standard of excellence!
- We look toward and plan for the future by investing resources now to facilitate our vision. Invest in technology, infrastructure, roads, buildings, environmental studies, sewer, water, etc.
- All facilities comply with our master plan and installation design standard to ensure a professionally planned campus.
- Our vision's end state is for the installation to be recognized as Best in Class for garrison-provided support. Fort Meade constantly works to improve every service and facility.

SUPPORTING THE GOALS OF OUR HIGHER HEADQUARTERS

Our mission supports and is directly aligned with our higher headquarters—Installation Management Command (IMCOM) and U.S. Military District of Washington (MDW). The MDW Commander is our Senior Mission Commander, while IMCOM provides guidance and direction regarding Installation Management.

U.S. MILITARY DISTRICT OF WASHINGTON

Mission: Conduct operations that deter, prevent, and respond to threats aimed at the National Capital Region; and conducts world-class ceremonial, musical and special events in support of our Nation's leadership.



INSTALLATION MANAGEMENT COMMAND

Mission: To provide standardized, effective and efficient services, facilities and infrastructure to Soldiers, Families and Civilians for an Army and Nation engaged in persistent conflict.

LTG Lynch's 6 Lines of Effort (LOE)

LOE 1: Soldier, Family and Civilian Readiness

LOE 2: Soldier, Family and Civilian Well Being

LOE 3: Leader and Workforce Development

LOE 4: Installation Readiness

LOE 5: Safety

LOE 6: Energy Efficiency and Security



Upwards Alignment with IMCOM Installation Management Campaign Plan (IMCP)

During Fort Meade's Senior Leadership Conference, the Strategic Planning Council cross walked its Strategic Action Plan to the IMCP LOEs. During the strategic planning processes, Goal Owners revalidated their goals and objectives and were assigned LOE ownership based on the IMCP and Fort Meade's Strategic Action Plan cross walk.

We conducted a full review to ensure all the LOEs and Keys To Success (KTSs) were nested within our existing strategy, and where they were not, remedied it. Additionally, we adjusted our emphasis to match the importance placed by the IMCOM CG on specific KTSs within the IMCP. The strategy used to develop Fort Meade's strategic action plans is based off the Common Levels of Support (CLS) and the Service Support Programs (SSPs). Fort Meade's Strategic Action Plan focuses on the services we are expected to provide and the capability levels which have been outlined in the CLS. Any corrections or improvements are addressed with specific Action Plans. Fort Meade has uploaded its Strategic Action Plan into the Strategic Management System (SMS) to provide a more clear and concise alignment in support of the IMCP.

Cross Walk of FGGM Goals with IMCOM LOEs

IMCOM Lines of Effort	1. Soldier, Family and Civilian Readiness	2. Soldier, Family and Civilian Well- being	3. Leader and Workforce Development	4. Installation Readiness	5. Safety	6. Energy Efficiency and Security
FGGM Goals						
1. Maintain and improve the quality of life for the Fort Meade customers and community.	X	X		X	X	
2. Maintain and improve installation infrastructure, facilities, technology and environment.				X	X	X
3. Provide a safe and secure environment.	X	X	X	X	X	X
4. Maintain a mission-ready workforce that continuously improves and upgrades its capabilities.	X		X	X	X	
5. C2—Maintain and improve practices and processes to maximize efficiency and effectiveness.	X	X	X	X	X	X

FGGM GOAL 1: Maintain and improve the quality of life for the Fort Meade customers and community.**Owner: Martha McClary**

DESCRIPTION	OWNER
OBJECTIVE 1.1: Provide Recreation and Welfare Services – Execute and improve the delivery of Army Community Services, Child Youth and School Services, Sports and Aquatics, and Recreation and Libraries to individual community members and units.	DFMWR
OBJECTIVE 1.2: Provide Logistics Services – Execute and improve the delivery of Material Support, Transportation, Laundry and Dry-cleaning and Food Service to individual community members and units.	DOL
OBJECTIVE 1.3: Provide Legal Services – Execute, evaluate, and improve the delivery of legal client and claims service to individual community members and units.	SJA
OBJECTIVE 1.4: Provide Religious Services – Execute, evaluate, and improve the delivery of worship, religious education, counseling, family life and spiritual support to Individual community members and units. Advise the commander on religious support and status of and for FGGM.	RSO
OBJECTIVE 1.5: Provide Public Affairs Services – Execute, evaluate, and improve the delivery of command information to the FGGM community and local civilian community associated with FGGM. Facilitate relations and communications with government and private media, offices of elected officials and community groups and organizations.	PAO
OBJECTIVE 1.6: Provide Business Services – Execute, evaluate, and improve the delivery of Army lodging, club services, golf and bowling to individual community members and units.	DFMWR

FGGM GOAL 2: Maintain and improve installation infrastructure, facilities, technology and environment.**Owner: TJ Singh**

DESCRIPTION	OWNER
OBJECTIVE 2.1: Provide grounds maintenance services to maintain healthy, visually pleasing and functional landscape and simultaneously maintaining wetlands and protecting it from wild fires and erosion.	DPW
OBJECTIVE 2.2: Provide electrical power and treated water for distribution to support mission objectives, life, health and safety. Treat waste water to meet discharge standards.	DPW
OBJECTIVE 2.3: Provide 'Healthy' Installation facilities by Sustaining, Restoring and Modernizing existing Real Property.	DPW
OBJECTIVE 2.4: Provide and manage all environmental programs. Provide advisory services, project review and impact assessment in accordance with the Natural resources law, environmental laws and regulations.	DPW
OBJECTIVE 2.5: Provide oversight of privatized housing services and input into planning and programming with regard to AFH and UPH. Implement policies for eligibility, assignment and termination of UPH.	DPW
OBJECTIVE 2.6: Provide major construction planning and programming services. Provide space planning, utilization, analysis and stationing support. Maintain Real property master plan and facilitate board meetings.	DPW
OBJECTIVE 2.7: Provide photography, graphic arts and closed circuit television services.	DPTMS
OBJECTIVE 2.8: Provide major planning and programming to upgrade the Installation's road infrastructure.	DPW

FGGM GOAL 3: Provide a safe and secure environment.**Owner: Mary Staab**

DESCRIPTION	OWNER
OBJECTIVE 3.1: Provide Operational Protection - Execute, evaluate, and improve the delivery of information assurance, security management, anti-terrorism and physical security programs to deter and defend against criminal or terrorist activity by ensuring the CLS SSPs are delivered at or above CLS funding levels.	DES / DPTMS
OBJECTIVE 3.2: Provide Emergency Response Services - Execute, evaluate, and improve the delivery of fire and emergency response to individual community members and units by ensuring the CLS SSPs are delivered at or above CLS funding levels.	DES / DPTMS
OBJECTIVE 3.3: Provide Law and Order Services - Execute, evaluate, and improve the delivery of law enforcement and provision of criminal law to individual community members and units by ensuring the CLS SSPs are delivered at or above CLS funding levels.	DES / SJA
OBJECTIVE 3.4: Provide Safety Services - Ensure the implementation of the preventative safety initiatives by developing or validating a predictive metric that will provide correlation and develop processes based on this predictive metric that will reduce the likelihood of accidents by ensuring the CLS SSPs are delivered at or above CLS funding levels.	ISO

FGGM GOAL 4: Maintain a mission-ready workforce that continuously improves and upgrades its capabilities.**Owner: John Moeller**

DESCRIPTION	OWNER
OBJECTIVE 4.1: Provide Civilian Personnel Services – Execute, evaluate, and improve the delivery of services supporting Civilian personnel and equal employment opportunity.	CPAC / EEO
OBJECTIVE 4.2: Provide Military Personnel Services – Execute, evaluate, and improve the delivery of services supporting military personnel, to include the provision of training support and equal opportunity and protections against substance abuse.	DHR / EO / HQBN

FGGM GOAL 5: C2 – Maintain and improve practices and processes to maximize efficiency and effectiveness.**Owner: Bernadette Baldeo**

DESCRIPTION	OWNER
OBJECTIVE 5.1: Provide Resource Services - Execute, evaluate, and improve the delivery of budgeting and programming functions, MOU/MOA Management, ISA, TDA and accounting to support Garrison missions.	RMO
OBJECTIVE 5.2: Provide Evaluation and Oversight Services - Execute, evaluate, and improve the delivery of internal review, inspector general and legal guidance to support Garrison missions.	IRACO
OBJECTIVE 5.3: Provide Business Transformation and Management Services - Execute, evaluate, and improve the delivery of the strategic action plans and analysis to support Garrison missions. Station all additional organizations and commands to the installation.	PAIO
OBJECTIVE 5.4: Provide Administrative Services - Execute, evaluate, and improve the delivery of administrative services to support Garrison missions.	DHR

Commander's Priorities

FGGM GOAL 1: Maintain and improve the quality of life for the Fort Meade customers and community. Owner: Martha McClary		
DESCRIPTION	OWNER	OBJECTIVE
ACTION PLAN 1.1: Coordinate transition plan w/ Anne Arundel County Schools related to redistricting and construction to minimize impact on military children	DFMWR	1.1
ACTION PLAN 1.2: Construct modular CDCs, 144 capacity and 24 capacity; Right size future CDC requirements	DFMWR	1.1; 2.6
ACTION PLAN 1.3: Fill WTU Facility, Support Requirements	HQBN	1.1; 2.3; 2.6
ACTION PLAN 1.4: Construct Youth Sports Complex	DFMWR	1.1
ACTION PLAN 1.5: Improve Public Transportation.	DOL / PAIO	1.2
ACTION PLAN 1.6: Manage Golf Course	DFMWR	1.6
ACTION PLAN 1.7: Improve Marketing	DFMWR / PAO	1.5; 1.6
ACTION PLAN 1.8: Construct Resiliency Campus	RSO	1.4
ACTION PLAN 1.9: Community Outreach Operations	PAO	1.5
ACTION PLAN 1.10: Army Lodging Way Ahead	DFMWR	1.1
ACTION PLAN 1.11: Develop Food and Beverage Plan for Transformation End State	DFMWR	1.1

FGGM GOAL 2: Maintain and improve installation infrastructure, facilities, technology and environment. Owner: TJ Singh		
DESCRIPTION	OWNER	OBJECTIVE
ACTION PLAN 2.1: Complete Electrical and Gas Privatization	DPW	2.2
ACTION PLAN 2.2: Complete Water and Wastewater Privatization	DPW	2.2
ACTION PLAN 2.3: Acquire new Barracks	DPW	2.5; 2.6
ACTION PLAN 2.4: Improve Quality of existing Barracks	DPW	2.3; 2.5
ACTION PLAN 2.5: Complete Green Meade Plan	DPW	2.4
ACTION PLAN 2.6: Acquire Replacement of Golf Course	DFMWR	1.6; 2.6
ACTION PLAN 2.7: Improve Road Infrastructure	DPW / Transf.	2.8
ACTION PLAN 2.8: Manage BRAC Construction	DPW / Transf.	2.6
ACTION PLAN 2.9: Manage / Upgrade GO Housing Inventory	DPW	2.5
ACTION PLAN 2.10: Historic Walk	DPW	2.1
ACTION PLAN 2.11: Full Conversion - Buildings 981, 982, & 984	DPW	2.3

FGGM GOAL 3: Provide a safe and secure environment.**Owner: Mary Staab**

DESCRIPTION	OWNER	OBJECTIVE
ACTION PLAN 3.1: Install Automated Installation Entry (AIE)	DES	2.3; 3.1
ACTION PLAN 3.2: Implement improved nested FP and emergency preparedness cycle	DPTMS	3.1 - 3.4; 4.2
ACTION PLAN 3.3: Establish a Satellite Fire Station	DES	3.2

FGGM GOAL 4: Maintain a mission-ready workforce that continuously improves and upgrades its capabilities.**Owner: John Moeller**

DESCRIPTION	OWNER	OBJECTIVE
ACTION PLAN 4.1: Develop a Fort Meade Strategic Human Capital Plan (SHCP)	DIC	4.1
ACTION PLAN 4.2: Reduce recruit / fill time for civilian personnel actions	DIC	4.1
ACTION PLAN 4.3: Increase the use (where appropriate) of Alternate and Compressed Work Schedules, and Teleworking / Telecommuting	DIC	4.1
ACTION PLAN 4.4: Establish an Installation-wide Pregnancy and Postpartum Physical Training Program (PPPT)	HQBN	4.2
ACTION PLAN 4.5: Establish a viable Community Health Promotion Council to optimize efforts in support of health promotion, risk reduction, and suicide prevention-related programs.	DHR	4.1; 4.2
ACTION PLAN 4.6: Increase the participation rate of employees with target disabilities to 2% of the total workforce	EEO	4.1
ACTION PLAN 4.7: Training Infrastructure Development	DPTMS	4.2
ACTION PLAN 4.8: Workforce Restructuring Plan	DIC	4.1
ACTION PLAN 4.9: EO/EEO Emphasis Plan	EEO	4.1; 4.2

FGGM GOAL 5: C2 – Maintain and improve practices and processes to maximize efficiency and effectiveness.**Owner: Bernadette Baldeo**

DESCRIPTION	OWNER	OBJECTIVE
ACTION PLAN 5.1: Manage BRAC processes / DoD roads on Ft. Meade	Transf.	5.3
ACTION PLAN 5.2: Deploy tools and training in support of the Installation Strategic Action Plan	PAIO	5.3
ACTION PLAN 5.3: GFEBS Transition Plan	DPTMS	5.4
ACTION PLAN 5.4: Transition of Base Ops Contract	PAIO	5.3
ACTION PLAN 5.5: Manage Cyber/Mission Growth	Transf.	5.3
ACTION PLAN 5.6: Ensure ASIP figure accuracy	PAIO	5.3
ACTION PLAN 5.7: Transportation Action Plan	Transf.	5.3

Strategic Planning Process

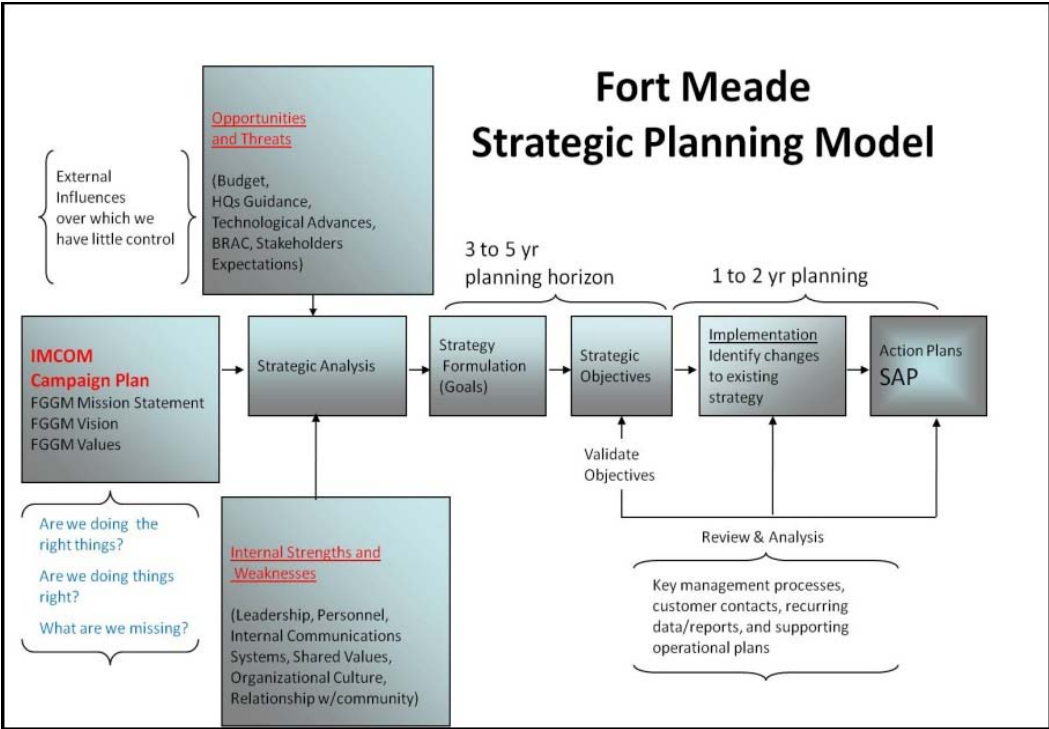
Fort Meade conducts a Strategic Planning Council (SPC), orchestrated by the Plans, Analysis, and Integration Office (PAIO) Director, led by the Installation Commander, and comprised of the Command Group and Senior Leaders. The SPC acts as the principal caucus to position and sustain our strategic direction and mission readiness through strategic guidance, planning, programming, and allocation of resources. Fort Meade’s planning process begins with revalidating our mission, vision and values while ensuring upper alignment with the IMCP. An analysis was conducted, allowing Fort Meade Senior Leaders to

identify Strengths, Weaknesses, Opportunities, and Threats (SWOT) in order to develop and deploy strategies exploiting our strengths and opportunities, while minimizing risks associated with current and future threats.

The SPC meets monthly, with each month of the quarter having a specific focus. Month one: Budget. Month two: Continuous Process Improvement (CPI) Executive Quality Council (EQC). Month three: IMCP & FGGM Strategic Plan progress assessment.

Additionally, twice annually the SPC conducts a 3-day planning conference. Session one reviews IMCP progress of the previous fiscal year and sets the priorities for the new fiscal year; session two assesses progress and provides course corrections.

Our assessment of our progress focused on Fort Meade Garrison, Goal, Service and Service Support Program (SSP) grouping analysis. Upon publication of the IMCP, we conducted an initial crosswalk of our program to ensure complete nesting with the plan and the CG’s intent, and conducted an initial assessment of our performance. We have continued to conduct these actions in subsequent sessions.



GOAL 1 SERVICE SUPPORT PROGRAMS					
FGGM Goal 1 • Maintain and improve the quality of life for Fort Meade customers and community. (Ms. Martha McClary)					
Objective 1.1: Provide Rec & Welfare Services	Objective 1.2: Provide Logistics Services	Objective 1.3: Provide Legal Services	Objective 1.4: Provide Religious Services	Objective 1.5: Provide PAO Services	Objective 1.6: Provide Business Services
10. Army Community Service 6 SSPs Ms. Cathy Ferran	24 & 26. Retail Supply & Asset Mgmt. 15 SSPs Mr. Anthony Olfant	81. Client Services 3 SSPs Ms. Jane Winand	108A. Worship Services & Rites 1 SSP CH (LTC) Kevin Stoop	84a. Advise the Commander 1 SSP Mr. Chad Jones	31. Army Lodging Management 11 SSPs Ms. Emma Beard
11. Child Youth School Services 1 SSP Ms. Jan Sumi	27. Material Support Maintenance 8 SSPs Maintenance Officer	82. Claims 5 SSPs Ms. Francine Digan	108C. Religious Education Services 1 SSP CH (LTC) Kevin Stoop	84b. PA Planning 1 SSP Mr. Chad Jones	13c. Club Meade 1 SSP Mr. TJ Prandek
12a. Sports & Recreations 3 SSPs Ms. Brandle DeRemer	28 & 30. Transport, Laundry, Dry Cleaning 13 SSPs Ms. Jacqueline Sapp		108C. Pastoral Care & Counseling Services 1 SSP CH (LTC) Kevin Stoop	84c. Media Relations 1 SSP Ms. Mary Doyle	13d. Golf Course 1 SSP Mr. Richard Alekhine
12b. Recreation & Libraries 6 SSPs Mr. Hank Chambliss	29. Food Services 7 SSPs Mr. Tim Copes		108D. Family Ministry Services 1 SSP CH (MAJ) Vieira	84d. Command Information 1 SSP CI Chief	13e. Bowling Center 1 SSP Mr. Dean Ryan
Total #s 6 Svc Councils / 15 Services 21 SSP Councils / 76 SSPs					
			108E. Spiritual Fitness & Prof. Development 1 SSP CH (CPT) Thompson	84e. Community Relations 1 SSP Community Relations	

Fort George G. Meade IMCOM Campaign Plan Assessment		
LOE	KEYS TO SUCCESS	LOE Metric #
LOE#1 Readiness (SR)	SR1: Deployable Mindset Across the Enterprise (Mr. Kenneth Jones)	1.1.1: Soldiers assigned a sponsor
		1.1.2: Risk Reduction Program (RRP) "Shot Group" behaviors
	SR2: Resiliency and Balance - Mind, Body, and Spirit (LTC (CH) Kevin Stoop)	1.2.1: Garrisons with an established Community Health Promotion Council (CHPC)
		1.2.2: Customer Service Assessment (CSA) Performance rating for designated Resiliency and Balance related services
	SR3: Responsive Services that meet Fluid ARFORGEN Requirements (Mr. Bernard Cullen)	1.3.1: Garrison with ARFORGEN support requirements providing a standardized ARFORGEN support plan
		1.3.2: Soldiers completing Soldier Readiness Processing (SRP) requirements

Graphics above and to the right are examples of the actual analysis conducted within the SPC sessions. Senior leadership takes the time to discuss and review the progress of each LOE and supporting KTSS, as well as Goals and SSPs.

Strategic Communication

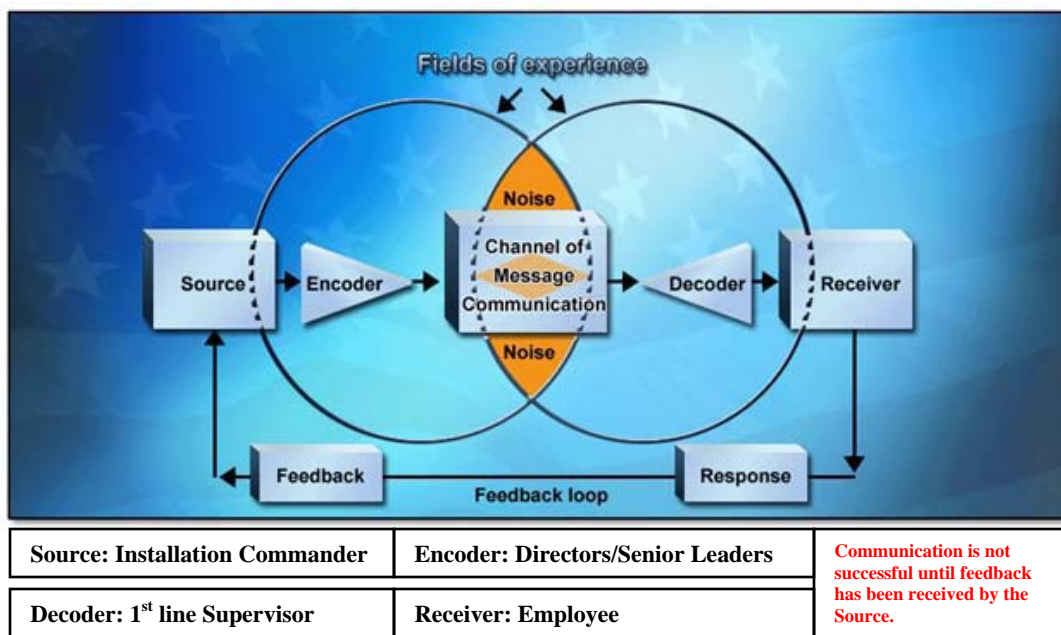
Strategic Communication is a specific priority of the Installation Commander which allows the Installation Commander to directly relay his vision and direction the Installation should be focusing on. It is important the workforce understands what Strategic Communication is. Strategic Communication provides a directional framework for effectively communicating targeted messages to key internal and external customers and Fort Meade's workforce. The intention of Strategic Communication is to focus communications in an effort to improve Fort Meade's customer and workforce awareness of the *Strategic Action Plan*. Providing a framework to accurately disseminate information ensures that Fort Meade leaders are communicating the right messages to the appropriate audiences at the correct time.

Effective communication plays a large role in actions such as:

- Building trust and credibility with customers, the workforce, and the community
- Establishing long-term relationships
- Sharing expertise and insights
- Fostering an understanding of Fort Meade's role in supporting the customer and its stakeholders through the Strategic Action Plan
- Translating technical information

Strategic Communication is a result of the process created with the intent that all organizations utilize the Strategic Action Plan to fit their organizational goals and objectives. As part of the framework, the plan focuses on the importance of "two-way" communication and understanding workforce, key stakeholder and customer needs and ideas. As part of the communication process, the creation of a detailed communications measurement approach will enable the organization to evaluate progress and to become more proactive in the dissemination of information.

Strategic Communication is intended to provide guidelines to accommodate changing communication needs. Successful implementation of Strategic Communication will rely on Fort Meade's leadership and the workforce to incorporate this approach into their daily routine. Implementation of the plan will have positive implications for the entire Fort Meade Community and will enable Fort Meade to position itself for mission success.



Employee Engagement and Drivers

An organization can only go as far as its people. Understanding the part we each play in ensuring Fort Meade continues to be a community of excellence is paramount. The Plans, Analysis, and Integration Office (PAIO) is responsible for the promotion and training of the Strategic Action Plan to the workforce with guidance from the Installation Commander.

As indicated in an article within the Ivey Business Journal, “The ten C’s of employee engagement”, the shocking part of the employee engagement challenge is that research indicates that only between 17% and 29% of employees are actively engaged in their job at any one time. Think about that for a minute ... this means that if our organization were a football or soccer team, only 2 to 3 players would be 100% committed to the team’s success. The odds of winning a game with that commitment would be slim to none.

It is for this reason that we must challenge each other on a daily basis and strive to leave work feeling the difference we make. Ask yourselves how engaged you were in that meeting you had the other day and whether you spoke up and shared your ideas for the betterment of the team.

The success of an organization depends greatly on employee engagement. Employee engagement refers to a heightened emotional connection that an employee feels for the organization and influences the employee to exert greater discretionary effort to his/her work. Of the various studies on employee engagement, the following four drivers were most widely accepted:

1. trust and integrity, how well managers communicate and ‘walk the talk’;
2. nature of the job — is it mentally stimulating?
3. line of sight between employee performance and organization performance — does the employee understand how their work contributes to the organization’s performance?
4. career growth opportunities — are there future opportunities for growth?

It is imperative that employees understand how their job fits into the big picture and what they must do more of and do differently to help the organization succeed. PAIO can help by clarifying what the competencies are, the capacities that FGGM needs to grow, and helping employees upgrade their skills to match the needs of the future.

In closing, an engaged workforce leads to a successful organization. FGGM has been recognized as a community of excellence and to continue, we must all be engaged. Our mission is unique in that we support the Warriors and their Families. The sacrifices they have made should be respected and paid back with nothing but our best efforts, day in and day out. Keep up the good work and continue to strive for improvement.

Strategic Management System (SMS)

The requirements to increase operating efficiency, establish accountability, and align resource allocation to desired strategic outcomes have never been of greater importance. The Strategic Management System (SMS) aligns strategic focus across the various headquarters and organizations of the Army while communicating strategy and linking resource expenditure in a way that enables decision making at all levels.

SMS is intended to reinforce a culture of performance, increased accountability and continuous improvement. This system recognizes that strategic outcomes are derived from a series of carefully synchronized programs to which resources are dedicated; objectives established in terms of cost, performance and scheduled outcomes; and leadership accountability for those outcomes clearly identified and monitored. These programs are referred to as Initiatives and Tasks within the SMS methodology. The SMS software facilitates monitoring of cost, performance, and scheduled outcomes for the tasks identified within each strategy map and portrays information in a red-amber-green dashboard format. This dashboard allows senior leaders to manage-by-exception, or by drilling down to the required level of metric detail. Users benefit from a top-down structure that aligns strategic focus and resources, populated by bottom-up data.

SMS provides senior leaders with a synchronized view of performance outcomes and opportunities for resource reallocation and/or modification of cost, performance, and schedule expectations, where appropriate, within their organization.

Identifying Fort Meade's Business, Operational, and Workforce Advantages and Challenges

The Fort Meade Installation Commander directed that all garrison employees at all levels of the organization meet weekly to discuss their Service Support Programs (SSPs) action plans and how they are aligned with the IMCP and the Fort Meade strategic planning process utilizing the bottom-up approach. The bottom-up approach fosters workforce ownership and accountability on their roles and responsibilities to execute the IMCP. This systematic process ensures engagement of the workforce at the working level to take positive action – to live the IMCP, and not just discuss it. “SSP Councils” are aligned with higher level “Service” and “Goal” councils to enable communication to the Strategic Planning Council (SPC) (as depicted in below chart). This concept empowers the workforce as owners of their KTSs and IMCP execution, brings strategic thinking to all worker levels and encourages high performance among all employees.

As mentioned previously, this process is executed through the monthly SPC meetings and the two Senior Leadership Conferences. Directors conduct a SWOT analysis, review the NERO, IMCOM and SC mission and strategic action plans, customer satisfaction data and Fort Meade's strategic objectives.



Advantages:

- A dominant sense of “Team” that motivates Directorates to cooperate and collaborate to meet garrison objectives.
- A vertical and horizontal system of sharing key information to all as represented by information sent out by the Command Group through avenues such as staff meetings, the Fort Meade email postmaster, “Soundoff!” (installation newspaper), “Know Your Role” (installation strategic newsletter), and monthly Commander’s Calls (directed to entire workforce).
- Promotion of best practices, recognition of dedicated Civilian employees, and the inclusion of electronic ICE comment card hyperlinks to each email signature.

Challenges:

- Diverse group of resident commands and organizations lacking traditional or intuitive common connection – challenge to communicate constantly and well across 100% of customer base.
- Resident commands and organizations outside the traditional, Army unit or school structure; additionally, high level of classified or secretive work that encourages a low-profile – challenge to advertise issues and changes to environment.
- BRAC and Cyber growth support in planning and implementation without additional manpower while operating at 80% strength.
- Maintaining a stable workforce as garrison staff confronts the lure of many higher graded/paying job opportunities available at Fort Meade and the National Capitol Region.

Glossary of Terms

- **Action Plans**—An action plan specifies the actions needed to address operational level activities that must occur to make it possible to achieve the performance targets. An action plan consists of who is going to do what and by when and in what order for the organization to reach its strategic goals. These plans allow for the individuals to see the linkage between their everyday activities and the organization's mission.
- **ARFORGEN**—Army Force Generation (ARFORGEN) is the structured sequence of increased unit readiness over time resulting in recurring periods of availability of trained, ready, and unified units.
- **Army Communities of Excellence (ACOE)**—ACOE is an Army wide program which focuses on improvements in the environment, in services and facilities, improving working and living conditions, renewing pride and developing a sense of accomplishment in every member of the community. ACOE is designed to increase performance and productivity as the Army focuses its resources towards the common goal of readiness.
- **Army's Four Strategic Imperatives**—The Army's four strategic imperatives are key to the Army's ability to maintain its operational tempo while preparing for future conflicts.
 - **Sustain** our Soldiers, Families, and Army Civilians
 - **Prepare** our Soldiers for success in the current conflict
 - **Reset** the force expeditiously for future contingencies
 - **Transform** the Army to meet the demands of the 21st century.
- **Continuous Process Improvement (CPI)**—CPI is simply making things better. Engaged leadership, clear-cut objectives, high impact projects, rigorous tracking, and a strong recognition program are keys to driving CPI across DoD. It is designed to provide resources information to raise awareness, provide insights into and produce the best business practices, and offer tools and templates to support process improvement initiatives. Quality is a never ending quest and CPI is the effort to eliminate the root cause of problems.
- **Goals**—Goals are the programs, projects, plans or activities, prioritized annually, which must be accomplished in order to achieve a stated initiative and/or mission.
- **Innovation**—Innovation is making meaningful changes to improve products, programs, processes, or organizational effectiveness, and to create new value for stakeholders. Innovation involves the adoption of an idea, process, technology, product or business model that is either new or new to its proposed application.
- **Metrics**—Metrics are used to track the progress of action plans, which helps to document the achievement of the strategic plan provided by Higher Headquarters.
- **Mission**—Mission is a broad description of What We Do and For Whom We Do It. It is foundational and states the purpose of the Installation's existence. It answers the question "why do we do what we do?"
- **Objectives**—Objectives are specific, measureable statements of what will be done to achieve goals within a time frame of one year or less. The best objectives are SMART—specific, measureable, agreed upon, reasonable, and time-limited.
- **Outcome Measure**—Outcome measures show results of the services provided. Outcome measures assess program impact and effectiveness, showing whether expected results are achieved.
- **Output Measure**—Output measures show units produced or services provided by a service or program. Output measures include the amount of products or services provided, the number of customers served, and the level of activity to provide services.
- **Partners**—Partners are those key organizations or individuals who are working in concert with the organization to achieve a common goal or to improve performance. Typically, partnerships are formal arrangements for a specific aim or purpose, such as to achieve a strategic objective or to deliver a specific product or service.
- **Performance Measures**—Performance measures quantitatively tell us something important about our products, services, and the processes that produce them. They are a tool to help us understand, manage, and improve what our organizations do. Performance measures let us know: How well we are doing; If we are meeting our goals; If our customers are satisfied; If our processes are in statistical control; and If and where improvements are necessary.
- **Resiliency**—Resiliency is the ability to rapidly adapt and respond to disruptions and to be able to maintain continuous operations, be a more trusted partner, and enable growth. Resilience begins with an understanding of exactly what is needed to survive unexpected events and plan ahead for challenges that could come at any time.

Glossary of Terms

- **Stewardship**—Effective stewardship balances the need to train and maintain a high state of readiness and quality of life with the mandate to be responsible members of the community. An environment of declining resources makes the responsibility to consume fewer resources a priority and duty. The goal is to operate in a cost-culture environment enabling well-informed resource management decisions to ensure taxpayers' dollars are spent wisely and responsibly.
- **Sustainability**—Sustainability is a planning principle that enables access to training, material, and services necessary to provide a trained and ready force required for current and future military missions. The principles of sustainability include: mission excellence, community collaboration, environmental stewardship, economic impact, and systems thinking. The IMCOM approach is to apply sustainability principles across all functional areas.
- **Vision**—Describes an image or description of the Installation we aspire to become in the future. Vision statements are the result of mission statements added to core beliefs and Installation/Directorate goals.
- **Voice of the Customer**—The voice of the customer has been a prominent initiative implemented in various formats throughout the Installation. This initiative demonstrates the commitment to being a customer-centric organization that aggressively seeks and applies customer feedback to evaluate and improve the delivery and receipt of installation programs and services. It is essential to not only listen to the customer but to also respond to their needs and requirements in a continuous improvement process. One feedback mechanism used on the installation is ICE which provides leaders at all levels the timely and relevant customer feedback they need to make better informed decisions which lead to successfully providing quality infrastructure and services to Senior Commanders, Soldiers, Families, and Civilians.

Commonly Used Acronyms

- **AAR**—After Action Review
- **ACOE**—Army Communities of Excellence
- **ACS**—Army Community Services
- **ACSIM**—Assistant Chief of Staff for Installation Management
- **AFH**—Army Family Housing
- **ASAP**—Army Substance Abuse Program
- **ASIP**—Army Stationing and Installation Plan
- **ASP**—Army Suggestion Program
- **AT/FP**—Anti-Terrorism and Force Protection
- **BRAC**—Base Realignment and Closure
- **BRM**—Base Requirements Model
- **CAC**—Common Access Card or Community Activities Center
- **CDC**—Child Development Center
- **CFC**—Combined Federal Campaign
- **CLS**—Common Levels of Support
- **CMS**—Customer Management Services
- **CONUS**—Continental United States
- **COOP**—Continuity of Operations Plan
- **COR**—Contracting Officer's Representative
- **CPAC**—Civilian Personnel Advisor Center
- **CPI**—Continuous Process Improvement
- **CPOL**—Civilian Personnel On-Line
- **CSM**—Command Sergeant Major
- **CYS**—Child and Youth Services
- **DES**—Directorate of Emergency Services
- **DFAC**—Dining Facility Service
- **DFAS**—Defense Financing & Accounting
- **DFMWR**—Directorate of Family, Morale, Welfare, and Recreation
- **DHR**—Directorate of Human Resources

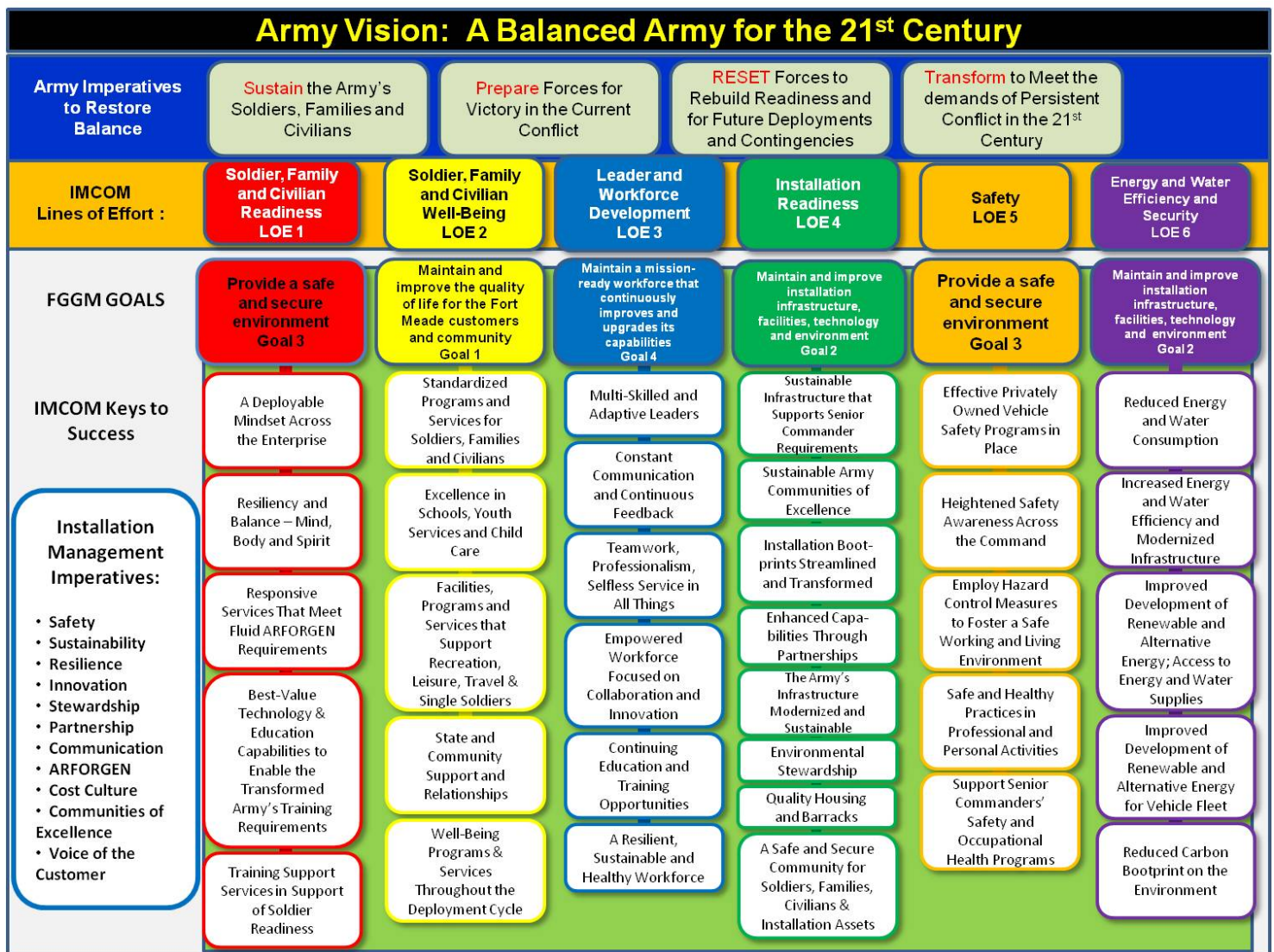
- **DIC**—Deputy Installation Commander
- **DINFOS**—Defense Information School
- **DISA**—Defense Information Systems Agency
- **DOC**—Directorate of Contracting
- **DoD**—Department of Defense
- **DOL**—Directorate of Logistics
- **DPTMS**—Directorate of Plans, Training, Mobilization, and Security
- **DPW**—Directorate of Public Works
- **EEO**—Equal Employment Opportunity
- **EIP**—Employee Innovation Program
- **EMS**—Environmental Management Services
- **EQC**—Executive Quality Council
- **FGGM**—Fort George G. Meade
- **FY**—Fiscal Year
- **IC**—Installation Commander
- **ICE**—Interactive Customer Evaluation
- **IDP**—Individual Development Plan
- **IMCOM**—Installation Management Command
- **IMCP**—Installation Management Campaign Plan
- **IPB**—Installation Planning Board
- **IRACO**—Internal Review and Audit Compliance Office
- **ISO**—Installation Safety Office
- **ISR**—Installation Status Report
- **ISA**—Inter-Service Support Agreement
- **LSS**—Lean Six Sigma
- **MDW**—Military District of Washington
- **NEC**—Network Enterprise Center
- **NERO**—Northeast Region Office of IMCOM
- **NSA**—National Security Agency
- **OFI**—Opportunity for Improvement
- **OPM**—Office of Personnel Management
- **PAIO**—Plans, Analysis, and Integration Office
- **PAO**—Public Affairs Office
- **PBAC**—Program Budget Advisory Committee
- **PMR**—Performance Management Review
- **RCI**—Residential Communities Initiative
- **RMO**—Resource Management Office
- **RPPB**—Real Property Planning Board
- **RSO**—Religious Services Organization
- **SAP**—Strategic Action Plan
- **SGO**—Standard Garrison Organization
- **SJA**—Staff Judge Advocate
- **SLC**—Senior Leadership Conference
- **SMC**—Senior Mission Commander
- **SME**—Subject Matter Expert
- **SMS**—Strategic Management System
- **SPC**—Strategic Planning Council
- **SSP**—Service Support Program
- **SWOT**—Strengths, Weaknesses, Opportunities, and Threats
- **TDY**—Temporary Duty
- **UPH**—Unaccompanied Personnel Housing
- **USACE**—U.S. Army Corps of Engineers
- **YTD**—Year to Date

An FGGM Strategy Map Model

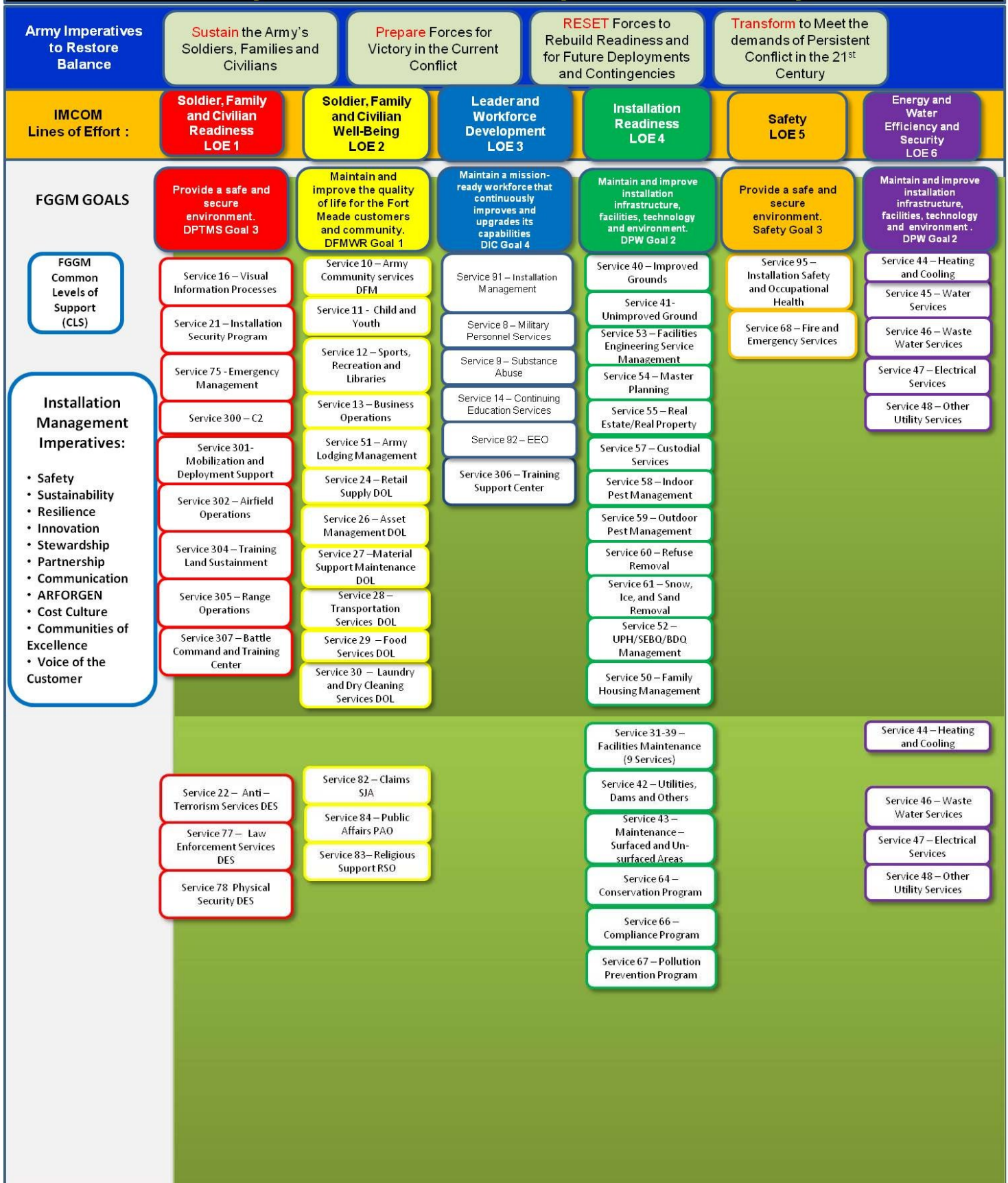
This illustration depicts the Army vision, the four Army imperatives, IMCOM Lines of Effort and Fort Meade Goals. The purpose of this diagram is to show the upward alignment from the services we provide as an installation to the Common Levels of support—which standardize those services that allow Fort Meade to reach its five goals and objectives, supporting IMCOM’s mission of standardizing, effective and efficient services, facilities and infrastructure to Soldiers, Families and Civilians.

Also shown is how FGGM supports the Lines of Effort, the four Army imperatives and the Army’s vision through development of the Strategic Action Plan. The strategy map model allows Fort Meade’s senior leaders, employees and stakeholders to focus on establishing a tactical and operational outlook by integrating our Common Levels of Support, Service Support Programs (SSPs) into our Strategic Action Plan. This will enhance our sustainability process to “**Sustain** the mission, **Secure** the future”.

The most important aspect of this diagram is how we as an installation achieve the desired end state which is to support the IMCOM Lines of Effort, the four Army imperatives and the overarching Army Vision. By identifying our tasks, developing our objectives and ultimately identifying and implementing Fort Meade’s Goals and Strategic Action Plan.



Army Vision: A Balanced Army for the 21st Century



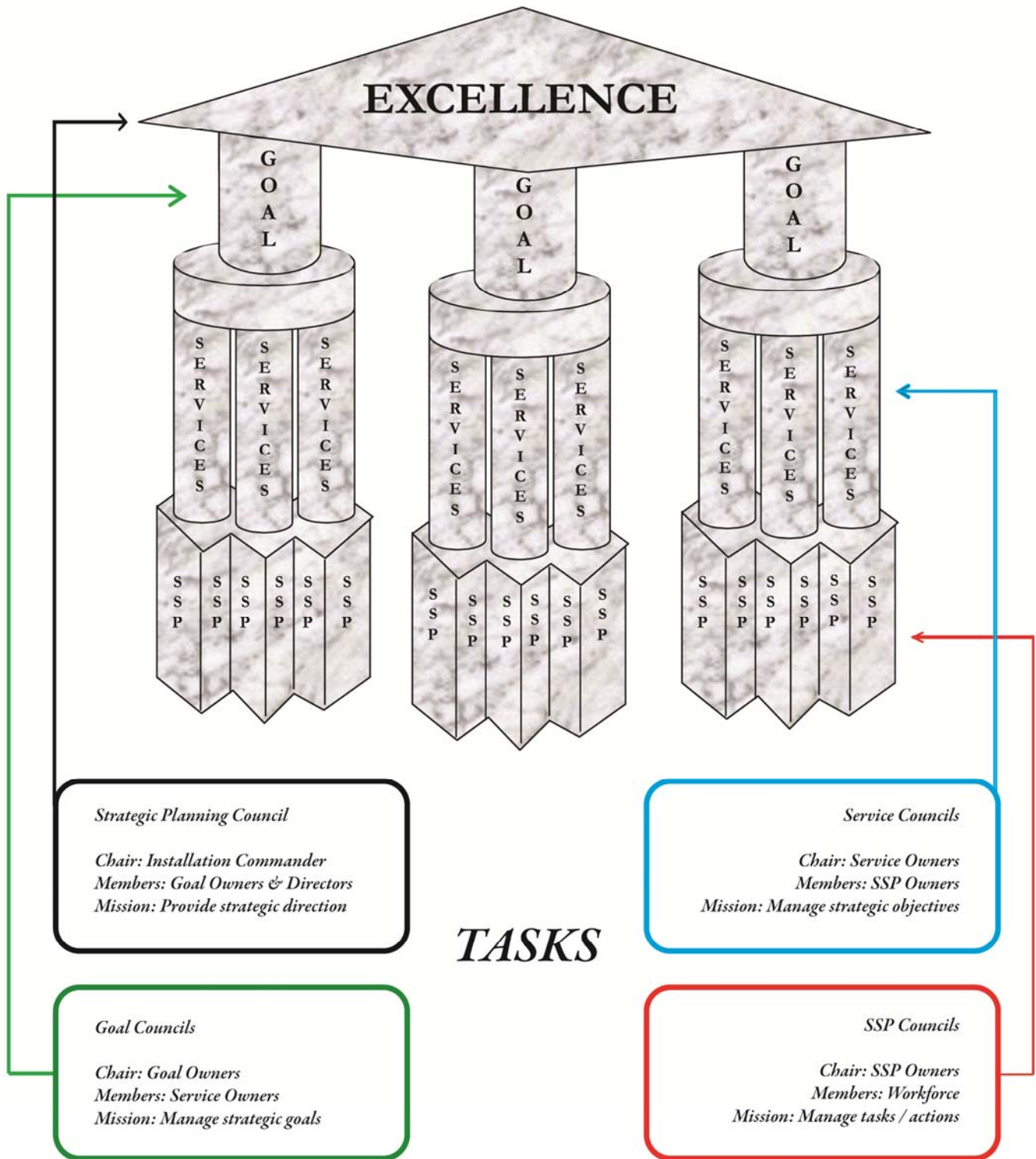
A COMMUNITY OF EXCELLENCE



CSM Mike W. Watkins
Installation Command Sergeant Major

I want to thank each and every member of our workforce for your hard work and dedicated effort in support of our installation priorities. Your ongoing support, through the execution of your daily mission, is vital in meeting our customers' needs and the Installation's goals and objectives. Only through your sustained efforts can we successfully implement our Strategic Action Plan and strive to accomplish our mission. As members of Team Meade, you are "Our Greatest Asset" and the reason we are "A Community of Excellence". Thank you for your continued service and dedication to duty.

FORT MEADE'S HIERARCHY OF WORK



“EXCELLENCE IN INSTALLATION SUPPORT”



The Fort George G. Meade Strategic Action Plan was developed and published with support from our senior leaders and employees at all levels.

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